



# THE GOODYEAR TIRE & RUBBER COMPANY: CREATING A CULTURE OF HEALTH



## Purpose of Project

The Health Enhancement Research Organization (HERO), in collaboration with workplace wellness experts, sought employers from a variety of industries, business types, and sizes to participate in a case study project. These case studies focus on employers that have developed and fostered a healthy culture in the workplace, one that is intentionally designed with elements and indicators that support employee health and well-being. The case studies were developed based on HERO's **definition and elements** of a culture of health.

## About Goodyear

The Goodyear Tire & Rubber Company was founded in 1898 with 13 employees producing bicycle and carriage tires. Today, as one of the world's leading tire manufacturers, the Akron, Ohio-based Goodyear Tire & Rubber Company is an iconic global brand that employs 64,000 associates in 48 facilities across 22 countries.

## Promoting a Culture of Wellness

Goodyear strives to be at the forefront of corporate wellness, and that goal is the driver behind its award-winning "GoodLife" program. Led by Goodyear's chief health officer, Dr. Brent Pawlecki, GoodLife aims to foster a culture of wellness for all Goodyear associates and their families by providing resources to help them achieve physical, emotional, financial and social wellbeing.

## Built for Health

In 2014, Goodyear built a state-of-the-art headquarters building in Akron, Ohio, that offers enhanced technology and collaborative spaces for associates.

The building was designed to reflect Goodyear's commitment to creating a culture of wellness, including a fully equipped fitness and wellness center located near the health clinic. On-site Employee Assistance Program services, an outdoor exercise path, bicycle storage, showers, and changing rooms are all available.

*"A focus on wellness is integral to ensuring our associates realize their full potential – a commitment Goodyear has made as part of our strategy roadmap. Our GoodLife program positions us to help our associates achieve physical, emotional, financial and social wellbeing so that they can achieve their best.*

**— Dr. Brent Pawlecki, Chief Health Officer**

The menu at the corporate café was designed to reflect Goodyear's commitment to healthy living. Better-for-you options abound, with a vast salad bar and wholesome grab-and-go snacks. "Fit Friendly" foods are located close to the entryway and healthier foods are priced

lower to encourage associates to make better choices. Ongoing data analysis of cafe sales reveals that these tactics help encourage a healthier diet throughout the work day.

## GoodLife Health Centers

GoodLife Health Centers – the on-site clinics at many of the company's larger facilities – are a cornerstone of Goodyear's employee health efforts. Offering occupational and non-occupational services, the

Centers handled 13,000 visits in the first quarter of 2018 in the United States alone. The clinics are staffed with physicians and middle-level providers who conduct hearing tests, offer immunizations, treat minor injuries and illnesses, and facilitate proper medical care for serious or chronic illnesses—all at no charge to Goodyear employees. The Centers also manage return-to-work programs for employees who have been out on disability to ensure a safe and healthy recovery.

Clinicians seek to resolve health and safety issues early by actively bringing wellness programs, such as smoking cessation and weight-loss campaigns, to associates on the manufacturing floor. Several facilities offer on-site physical therapy, so associates can continue to

work with minimal time off during therapy. Additional support is offered through Goodyear's Employee Assistance Program, which has on-site presence in several locations.



## The Importance of Safety

Safety is a core value at Goodyear, with the goal of “No One Gets Hurt” at work or at home. Strong policies, procedures, and educational programs support these efforts in the workplace. Initiatives focus on minimizing distractions and keeping employees focused on effective and safe practices. To help avoid future workplace injuries, the safety team developed an “ergonomics-sandbox” that trains associates to properly use equipment without causing strain or injury.

Programs have expanded beyond the workplace to promote initiatives ranging from safety in the home and use of helmets when biking, to discouraging texting or talking on the phone in the car. Emergency planning serves as another core focus to help associates and their families understand the importance of prevention, resilience in crisis, and planning for the unexpected.

The company reminds associates to regularly test their home emergency plans with family members and to update as needed.

## Spreading the Word

As part of its commitment to employee wellness, Goodyear has heavily invested in resources to implement GoodLife efforts across medical, health operations, wellness program communications, Employee Assistance Program management, nutrition coaching services, and travel medicine. These team members partner with the occupational health team at Goodyear plant clinics and the benefits teams to successfully communicate GoodLife programming.

Goodyear communicates with associates and their families across multiple platforms, surrounding them with GoodLife messaging through home mailings, emails, GoodLife message boards, campus video monitors, and GO (Goodyear Online), the internal intranet for employees.

GoodLife has a robust presence on GO's landing page, where individual stories and program offerings such as gym membership discounts, travel medicine, and wellness promotions are continually highlighted. Twice a week, the medical director posts a blog called “The Beat,” focusing on news, health, safety, mental health, and emergency preparedness topics.

When a new GoodLife initiative is introduced, a communications toolkit is developed for each of the designated human resources executives and leaders across the organization to ensure cohesive messaging. The tool kit includes a program overview with a tie-in to the mission, timeline, FAQs, key speaking points, and expected results. Toolkits are formatted in a “Think. Feel. Do.” flow that shares the program's vision with real-life examples.

GoodLife leaders collaborate with union and site leadership across Goodyear locations to help employees achieve better health and wellbeing. Associates are also invited to participate in focus groups that are used to assess knowledge of programs, communications benefits and processes, program satisfaction, and overall evaluation.



Goodyear has also recruited volunteer GoodLife Champions at each location who develop and submit grant proposals to fund local health and wellness initiatives. Funded grants have supported giveaways that encourage health fair participation, financed the purchase of blood pressure cuffs for associate use, and subsidized health challenges, healthy eating and vending solutions.

## Measuring Wellness

Goodyear measures its success in building a culture of wellness in four ways.

- 1) The first is a *Wellness measure*, assessing the strength of its GoodLife wellness programs with an external benchmarking tool.
- 2) Second is the *Health measure*, which measures the health of the population using health claims data to determine where to focus efforts. (*Note that in accordance with HIPAA laws, identifying information in the data is scrubbed to protect employee privacy.*)
- 3) Third is the *CDC Worksite Health Scorecard* used for every location around the world with 30 or more associates; this scorecard helps leaders understand strengths and weaknesses to support decisions and resources for each location. Goodyear leaders have enthusiastically embraced use of the Scorecard at each site, challenging and encouraging their teams to improve their scores.
- 4) The final Culture of Health measure is the *Employer Health Opportunity Assessment™*, a tool that evaluates more than 210 components

that build a successful culture. Companies that score higher than 650 out of 1,000 points have been able to reduce health-related costs. Categories assessed within the tool include: People & Management Support, Marketing &

Communication, Data Warehousing, Health & Wellness Plan Design, Environment, On-site Health Activities, Health & Wellness Activities, Incentives & Benefit Design, Engagement & Navigation, and Vendor Integration. Qualitative tools assess the progress in structure and process in building a culture of health, identifying gaps to target. Quantitative tools align employees' health risks with financial outcomes of interest to the organization, measuring the outcomes of these efforts.

## Making an Impact

The four key measures of Wellness, Health, Worksite, and Culture of Health have seen continued improvement at Goodyear. Most notable is the Worksite Health Measure; in the United States, Goodyear has improved the number of associates working at a defined "healthier" location from 33% in its first year of administration to over 89%.

In 2017, Goodyear was awarded the Platinum Best Employers for Healthy Lifestyles® from the National Business Group on Health in recognition of the company's exceptional commitment to its workforce in health, well-being, productivity, and overall quality of life.

## Beyond Goodyear

Just as important as Goodyear's commitment to supporting employee health and wellness is the company's dedication to supporting the health of the communities in which it operates. Goodyear's global corporate social responsibility platform, *Goodyear Better Future*, focuses on building collaborative programs in three core areas: Safe, Smart, and

Sustainable. Associate volunteers bring these efforts to life to create positive outcomes for people and communities where Goodyear has a presence. In 2017, Goodyear associate volunteers provided more than 20,000 hours of service. Some noteworthy examples of Goodyear’s community engagement across the three core pillars include:

Safe	Smart	Sustainable
<p><b>Where:</b> Debica, Poland</p> <p><b>Campaign:</b> <i>Safe Way to School</i>—raises awareness of the dangers students may face on their way to and from school</p>	<p><b>Where:</b> Pulandian, China</p> <p><b>Campaign:</b> <i>Goodyear Hope School</i>—focuses on improving educational resources for more than 700 children</p>	<p><b>Where:</b> Akron, Ohio</p> <p><b>Campaign:</b> <i>Harvest for Hunger</i>—provides more than 200,000 meals to those in need through work with the Akron-Canton Regional Foodbank</p>

Goodyear’s Global Week of Volunteering is an essential pillar of *Goodyear Better Future*. Now in its second year, the Global Week of Volunteering expanded from six countries in 2017 to 22 countries in 2018. Over 2,000 volunteers contributed more than 9,100 hours of volunteer service over the course of the week—in total, the contributed time was equal to more than \$400,000 in value added to local communities.



## Summary

Goodyear has made great strides in improving the health and well-being of its associates by focusing on core components in its global health strategy, and by consistently measuring improvement over

time. The company works to support associates and family members in making better choices that will result in individual health improvements, helping employees be healthier at work and in life.

## Contributors to this Case Study

This case study is a product of the HERO Culture of Health (CoH) Study Committee and its Values of Culture Work Group. The CoH Study Committee was created to establish a widely accepted definition of a healthy culture to build consensus and understanding of its value when supporting the health and well-being of a population. Case study interviews and development of this report was led by HERO staff and members of the CoH Study Committee. HERO would like to extend a special thank you to the Centers for Disease Control for additional support during the editing process.

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The Health Enhancement Research Organization (HERO) is a national non-profit dedicated to identifying and sharing best practices in the field of workplace health and wellbeing that improves the health and well-being of workers, their spouses, dependents and retirees. HERO was established over 20 years ago and is a member driven organization where learning opportunities and research are led by committees. HERO’s work focuses on sharing best practices, advocating for improvements in the field, and providing practical solutions for employers who share HERO’s commitment to health and well-being for employees, families and communities.